



## **COURSE TITLE PAGE**

**Program:** Basic Law Enforcement Training Academy – 10.29.9  
NMAC

**Block:** Block 5: Patrol Procedures and Operations

**Course#/Title:** 5.5 Critical Incident Management

**Accreditation#:**

**Course Level:**

**Prerequisites:**

**Instructional Method:** Lecture Practicum

**Time Allotted:** 8.0 Hours

**Target Group:** New Mexico Law Enforcement Basic Training Recruit  
Officers

**Instructor/Student Ratio:**

**Evaluation Strategy:**

**Required Instructor  
Materials:**

**Required Student  
Materials:**

**Required Instructor  
Certification:** ☒ General Instructor ☐ Professional Lecturer  
☐ Specialized Instructor ☐ Master Instructor

**Source  
Documents/Bibliography:**

### **COURSE GOAL:**

1. This course is designed to provide the participant with the knowledge of specific strategies and specific actions that, when taken, will allow easier control of a Critical Incident scene.
2. This course will allow each participant to actively be involved in the control and management of various types of scenarios, as the Incident Commander on scene.

### **LEARNING OBJECTIVE(S):**

1. Define a "Critical Incident".
2. List the five major categories of Critical Incidents.
3. List and describe the four "phases" of a Critical Incident.
4. Describe the characteristics of a Critical Incident during the Crisis Phase and how command and control shift as the incident progresses.
5. List the three major objectives of the first arriving officer/supervisor to an emergency scene.
6. Describe the characteristics of an incident that requires the transition to the Scene Management Phase.
7. Describe the characteristics that will require the transition to the Executive Management Phase and the possibility of opening an Emergency Operations Center.
8. Describe the important elements of the Termination Phase of a Critical Incident.
9. Describe and understand the type of "management style" required during the Crisis Phase of a Critical Incident.
10. List the 7 Critical Tasks to be accomplished during the Crisis Phase of a Critical Incident.
11. Demonstrate the ability to manage various types of Critical Incidents by applying the 7 Critical Tasks in simulated exercises.
12. List and describe the main components of the N.I.I.M.S. Incident Command System.
13. Define the term Unified Command and understand its importance in managing a Critical Incident.

## **COURSE OUTLINE**

- I. Introduction**
- II. Critical Incident defined**
- III. Categories**
- IV. Phases**
- V. Characteristics of Crisis Phase**
- VI. Characteristics of Scene Management Phase**
- VII. Characteristics of Executive Management Phase**
- VIII. Elements of Termination Phase**
- IX. Management style**
- X. Critical Tasks**
- XI. N.I.I.M.S. Incident Command System**
- XII. Summary**

## LESSON PLAN

**Lesson Plan Title:** *Critical Incident*

**Course Code:** 5.5

### I. Introduction

#### A. Introduce Instructor/Participants/Command Staff

1. This course is designed to provide the participant with the knowledge of specific strategies and specific actions that, when taken, will allow easier control of a Critical Incident scene and allow each participant to actively be involved in the control and management of various types of scenarios, as the Incident Commander on scene.

### II. Critical Incident defined

- #### A. Any Extraordinary Event Which Places Lives and Property In Danger and Requires the Commitment and Coordination of Numerous Resources to Bring About a Successful Resolution

### III. Categories

#### A. Categories of Critical Incidents

##### 1. Natural Disasters

- a) Earthquakes
- b) Hurricanes
- c) Tornadoes
- d) Floods
- e) Ice and Snowstorms / Blizzards
- f) Volcanic Eruptions

##### 2. Transportation Accidents

- a) Airplane Crashes
- b) Train Derailments
- c) Motor Vehicle Accidents
  - (1) truck
  - (2) car
  - (3) bus
- d) Shipping / Boating Accidents

##### 3. Criminal Activities

- a) Bombings / Explosions

- b) Barricaded Gunmen
  - c) Hostage-Taking Incidents
  - d) Arson Causing Major Fire or Explosion
  - e) Civil Disorders
  - f) Terrorists / Cults
  - g) High Risk Search Warrants
4. Hazardous Materials Incidents / Fires
- a) Hazardous Chemical Spills or Explosions
  - b) Industrial Fires / Accidents
  - c) High-rise and Multiple Dwelling Fires
5. Terrorist Activities & Weapons of Mass Destruction
- a) Chemical
  - b) Biological
  - c) Radiological
  - d) Nuclear
  - e) Explosives
- B. Game Plan
1. Different Critical Incidents Show Similar Characteristics and Problems
2. Should Have a Similar Set of Response Strategies
- a) Will help initiate control and management of scene
3. Actions Not Taken By Supervisor
- a) Allows incident to expand and grow out of control
  - b) Options for subsequent supervisors would be limited
4. Actions Taken By Supervisor
- a) Begins to initiate control over incident
  - b) Has impact on:
    - (1) scope of incident
    - (2) number of deaths / injuries
    - (3) amount of property damage
5. Timing

- a) Probably Unplanned
- b) Probably Unanticipated
- 6. Response to Critical Incidents
  - a) Law Enforcement
  - b) Fire
  - c) Emergency Medical Services
- 7. Signs of Onset of Critical Incident
  - a) Confusion
  - b) Panic
  - c) Cessation of order
  - d) Rush to scene / Gridlock
- 8. Decision Making
  - a) Sped Up
  - b) Compressed
  - c) Conducted in potentially dangerous environment
  - d) Must be immediate and decisive
- 9. Game Plan
  - a) Must be tested through training
  - b) Material presented in program is “Game Plan”

#### **IV. Phases**

##### **A. Incident Phases**

- 1. Crisis Phases
- 2. Scene Management Phase
- 3. Executive Management Phase
- 4. Termination Phase

#### **V. Characteristics of Crisis Phase**

##### **A. Crisis Phase**



## 1. Characteristics

- a) confusion
- b) panic
- c) rush to the scene
- d) gridlock

## 2. Supervisor's Goals

- a) limit growth of incident
- b) ensure personnel / citizen safety
- c) stabilize incident for arrival of higher ranking officer

# VI. Characteristics of Scene Management Phase

## A. Scene Management Phase

### 1. Characteristics

- a) arrival of resources, crowds, and media
- b) will require additional management

### 2. Supervisor's Goals

- a) implement "proactive" management effort
- b) gain control of the scene
- c) constantly re-evaluate the incident
- d) integrate command, control, and communications for all personnel involved

### 3. Incident Command System Started

- a) will increase ability to manage incident
- b) can use team approach of "unified" command

### 4. Incident Action Plan Developed

- a) situational and organizational needs require "long-range" decisions
- b) will bring incident under control and move toward resolution
- c) will enhance ability to stay ahead of incident acceleration
- d) formal "written plan" will be the responsibility of the supervisor, if required

# VII. Characteristics of Executive Management Phase





## A. Executive Management Phase

### 1. Initiated when:

- a) size
- b) scope
- c) seriousness
- d) beyond abilities of scene command to effectively manage
- e) will probably require opening of E.O.C. (Emergency Operations Center)

### 2. Goal

- a) incident resolution

## VIII. Elements of Termination Phase

### A. Termination Phase

#### 1. Initiated when:

- a) incident has been resolved
- b) order has been restored

#### 2. Requirements

- a) develop plan for returning personnel and equipment to regular assignments
- b) prepare “after-action” reports
- c) be prepared for complete review of incident

### B. Nature of Major Incidents

#### 1. Timing

- a) Usually occur randomly in time and place
- b) Usually occur without notice or warning
- c) Can be a “planned event”

- (1) parades
- (2) concerts
- (3) festivals
- (4) conventions

#### 2. Acceleration / Deceleration of Incident

- a) Based on controllable or uncontrollable factors
- b) Implementing standard set of tasks will:
  - (1) improve teamwork
  - (2) provide for a clear understanding of objectives when going from normal to emergency operations
  - (3) shortens time incident can develop in Crisis Phase
- c) Planning these task and training on them is effective key in controlling and stabilizing a major incident
- d) Agency's responsibilities
  - (1) Develop Plan-Under Homeland Security Presidential Directive Five
    - (a) **Incident Command System (ICS)**
    - (b) **National Incident Management System (NIMS)**
    - (c) **National Response Plan (NPR)**
  - (2) train personnel to use plan in realistic settings

### 3. Controllable Factors

- a) Access to scene
- b) Limiting crowd size
- c) Evacuating adjacent areas (if needed)
- d) Rerouting traffic
- e) Ordering additional personnel and equipment
- f) Utilization of personnel and equipment
- g) Establishing communications with all personnel

### 4. Uncontrollable Factors

- a) Location of incident
- b) Hour of day
- c) Weather conditions
- d) Types of injuries
- e) Types / number of chemicals involved
- f) Types / number of weapons involved

## IX. Management style

### A. Leadership Styles

#### 1. Traditional

- a) Participatory management style



- b) Decisions by committee
- c) Democratic
- d) Humanistic

2. Tactical

- a) Autocratic
- b) Orders are immediate and specific
- c) Orders expected to be carried out without question

3. Supervisor's Responsibilities

- a) Stabilize and limit growth of incident
- b) Insure officer / citizen safety
- c) Take action to gain control of scene
- d) Prepare scene for entry of specialists

- (1) swat
- (2) haz-mat
- (3) firefighters
- (4) etc.

4. Supervisor As Tactical Leader

- a) Must perform problem assessment or size-up

- (1) scope and size of incident
- (2) What are they dealing with?
- (3) Who are they dealing with?

- b) Decision making

- (1) must be decisive
- (2) decisions made on available information
- (3) can't wait for all information to be collected

- c) Decisions made in possibly dangerous areas

5. Orders and Directions

- a) Must issue clear and concise orders
- b) Must insure orders are understood

- (1) have them repeated if necessary

## 6. Command Presence

- a) Importance of “leadership during crisis”
- b) Communicate confidence and control to your people and they will react with confidence and be in control
- c) Lead by example

## B. Specific Actions for Supervisors

### 1. Establish Communications and Control

- a) Clear frequency and request routine traffic be taken to an alternate frequency, if available
- b) Assume command
  - (1) identify yourself as Incident Commander over radio and identify your command
- c) Size-up situation
  - (1) what do I have
  - (2) number of suspects involved
  - (3) types of chemicals involved
  - (4) exact location of incident

### 2. Identify Kill Zone

- a) Identify immediately to limit additional exposure to danger for officers and citizens
- b) Nothing should be allowed into or out of this area
- c) Frozen zone – movement inside of zone should be limited or not allowed at all

### 3. Establish Inner Perimeter

- a) When Kill Zone is identified initiate actions to control and contain
- b) Prevent responder / citizen injury
- c) Only uniform personnel at Inner Perimeter
  - (1) if plainclothes officers are initially deployed, remove and replace as soon as possible
  - (2) if unable to replace officers make sure they are identified in some way
- d) Ensure cover, concealment and proper distance
  - (1) chemical spill

- (2) barricaded gunman
  - e) Limit the movement of personnel
  - f) Recognize specialists at scene
  - g) Protect areas of critical vulnerability
    - (1) gun shops
    - (2) power and water plants
    - (3) hospitals
    - (4) etc.
4. Establish Outer Perimeter
- a) Used for crowd control
    - (1) crowds will form as close as allowed
    - (2) crowds include citizens, media, police, fire, etc.
  - b) Not an offensive position
    - (1) attention should be directed outward
    - (2) no weapons drawn
  - c) Used to control movement to and from scene – traffic control is vital
5. Establish Scene Command Post
- a) Out of Kill Zone
  - b) Between Inner and Outer Perimeters
  - c) May be first arriving officer's vehicle
  - d) Not required to be in view of scene
  - e) Can be a "fixed facility"
    - (1) should be equipped with phones
    - (2) should have toilet facilities
    - (3) should be secure and private
6. Establish Staging Area(s)
- a) Select area(s) large enough for resources to be located and transferred to scene as needed
  - b) Should be located between Inner and Outer Perimeters
    - (1) ensures that traffic and crowds do not interfere with movement of resources

(2) provides security for equipment and personnel

7. Identify and Request Additional Resources

- a) Quickly assess and request to reduce response time
- b) Direct resources to staging area if not needed immediately
- c) Examples of resources

- (1) swat
- (2) haz-mat response team
- (3) utility personnel
- (4) fire / ems personnel
- (5) National Guard
- (6) Public works

**X. Critical Tasks**

A. Seven Critical Tasks

1. Establish Communications

- a) Size up situation
- b) Clear frequency
- c) Assume command

2. Identify Kill Zone

- a) Identify ASAP, particularly if weapons are involved
- b) Make sure all responder are aware of location
- c) Keep movement into and out-of to a minimum, if any at all.

3. Establish Inner Perimeter

- a) Used to contain and control area identified as "Kill Zone"
- b) If law enforcement activity, with weapons, identify or replace plainclothes officers
- c) Ensure cover, concealment and proper distance for personnel
- d) Limit the movement of personnel
- e) Protect areas of critical vulnerability

4. Establish Outer Perimeter

- a) Used to control crowds
- b) Controls entry into inner perimeter
- c) Focus should be **"OUTWARD"**

5. Establish Scene Command Post

- a) Out of kill zone
- b) Between inner and outer perimeters
- c) May be first arriving officer's vehicle
- d) Not required to be in view of scene
- e) Can be a "Fixed Facility"

6. Establish Staging Area(s)

- a) Located between inner and outer perimeters
- b) May have more than one
- c) Send resources not being used to this location

7. Identify and Request Additional Resources

- a) Quickly assess and request to reduce response time
- b) Direct resources to Staging Area if not needed for immediate tactical assignment

**XI. N.I.I.M.S. Incident Command System**

A. Characteristics

- 1. Used to manage an emergency incident or non-emergency event
- 2. Can be used equally well for both small or large incidents / events
- 3. Flexible
  - a) can expand or shrink as needed
  - b) makes system very cost effective

B. Applications

- 1. Fires, Haz-Mat, and multi-casualty incidents
- 2. Multi-jurisdictional and multi-agency disasters
- 3. Search and rescue missions
- 4. Pest eradication programs
- 5. Oil spill response and recovery incidents

6. Single and multi-agency law enforcement incidents
7. Air, rail, water, or ground transportation accidents
8. Planned events; parades, celebrations, concerts
9. Private sector emergency management programs
10. State or local major natural hazards management

#### C. ICS In New Mexico

1. N.I.I.M.S. – National Interagency Incident Management System
2. Mandated by Governor's Decree
3. State employees must follow
4. Other jurisdiction may be required to

#### D. ICS Components

1. Command
2. Operations
3. Planning
4. Logistics
5. Finance / Administration

#### E. ICS Operating Guideline

1. Person at top of organization is responsible for all functions until the authority is delegated to another person
  - a) Incident Commander is responsible for all functions until he/she delegates function to someone else
    - (1) small incidents – IC can handle easily
    - (2) large incidents – require the delegation of tasks





## F. Organization

### 1. Command Staff

- a) Safety Officer
- b) Information Officer
- c) Liaison Officer

### 2. General Staff

- a) Operations Section Chief
- b) Logistics Section Chief
- c) Planning Section Chief
- d) Administrative / Finance Section Chief

## G. Functional Responsibilities

- 1. Command – overall responsibility
- 2. Operations – direct tactical actions
- 3. Planning – prepare action plan; maintain resource and situation status
- 4. Logistics – provide support
- 5. Finance / Admin. – cost accounting and procurements

## H. Staff Responsibilities

### 1. Incident Commander

- a) person in charge at incident
- b) must be fully qualified
- c) may have one or more deputies

- (1) must also be fully qualified
- (2) can be from different agencies

- d) responsible for all functions unless he/she delegates responsibilities

### 2. Information Officer

- a) will be point of contact for media or other organizations seeking information directly from incident or event

- b) many agencies may assign information officers to incident/event, but there should be only one Information Officer
  - c) answers to Incident Commander
3. Safety Officer
- a) monitors safety conditions
  - b) develops measures for assuring safety of all assigned personnel
4. Liaison Officer
- a) primary contact for agency representatives
  - b) agency representatives must have full authority to make decisions on behalf of their agency
5. Operations Section Chief
- a) will develop and manage operations section to accomplish incident objectives
  - b) only one Chief per operational time period
  - c) normally from jurisdiction or agency having greatest involvement
  - d) may have deputies
    - (1) must be as fully qualified
    - (2) may be from other agencies
6. Planning Section Chief
- a) may have deputies
    - (1) must be fully qualified
    - (2) may be from other agencies
  - b) collects, evaluates, and displays information about incident
  - c) develops incident action plan
  - d) conducts long-range planning
  - e) maintains resource status information
  - f) maintains incident documentation
7. Logistics Section Chief
- a) may have deputies
    - (1) must be as fully qualified
    - (2) may be from different agencies

- b) responsible for all service and support needs of incident /event
- c) obtains and maintains:
  - (1) essential personnel
  - (2) facilities
  - (3) equipment
  - (4) supplies

#### 8. Finance / Administration Section Chief

- a) may have deputies
  - (1) must be as fully qualified
  - (2) may be from different agencies
- b) will aid in procurement of equipment and/or personnel
- c) will maintain time records
- d) will provide cost analysis of incident /event
- e) provides accounting

#### I. Incident Action Plan

1. Every incident must have an oral or written action plan
2. Purpose of the plan is to provide all incident supervisory personnel with direction for future actions
3. Includes measurable tactical operations
4. Prepared around time frames called Operational Time Periods
  - a) can vary in length
  - b) should be no longer than 24 hours
  - c) length depends on the needs of the incident and can change during the course of an incident
  - d) planning for resource use should be done far enough in advance to ensure that resources are available when the Time Period starts
  - e) large incidents involving full activation of ICS organization should have a written Action Plan, as should incidents extending beyond the proposed Operational period

#### J. Elements of Incident Action Plan

1. Statement of Objectives

## 2. Organization Structure

## 3. Assignments

## 4. Supporting Materials

- a) maps
- b) communications plans
- c) medical plans
- d) traffic plans

## K. Span of Control

- 1. The number of organizational elements that may be directly managed by another
- 2. Effective Span of Control may vary from 3 to 7
- 3. Optimum is 5
- 4. A ratio of 1:5 reporting elements is recommended

## L. Organizational Terminology

## M. C.I.M.S. Chart Review

### 1. Crisis Phase

#### a) Duration

- (1) up to 60 minutes

#### b) Characteristics

- (1) confusion
- (2) panic
- (3) rush to the scene
- (4) gridlock

#### c) Goal

- (1) stabilize scene
- (2) limit acceleration and growth of incident
- (3) insure responding personnel and citizen safety

d) Response strategy

- (1) initiate tactical management style
- (2) initiate 7 Critical Tasks
- (3) identify initial ICS functions
- (4) evaluate resource requirements
- (5) evaluate evacuation requirements

e) Outcomes

- (1) safety is provided for responding personnel and citizens
- (2) scene is stabilized
- (3) proactive management of scene to move ahead of Incident acceleration
- (4) if incident is resolved – go to Termination Phase
- (5) if incident is not resolved – move to Scene Management Phase

2. Scene Management Phase

a) Duration

- (1) hours to several days

b) Characteristics

- (1) potential for danger continues
- (2) continuation of incident for longer duration
- (3) arrival of crowds, resources, and media requires increased management

c) Goal

- (1) to establish an organized “decision making team” with ICS
- (2) bring about a safe and successful resolution of the incident

d) Response strategy

- (1) select site for field Command Post
- (2) expand ICS with specific functions as needed
- (3) develop and implement written Incident Action Plan
- (4) evaluate resource requirements
- (5) assess communications requirements
- (6) initiate evacuation plan (if required)
- (7) deploy “specialists” to bring about resolution

e) Outcomes

- (1) a unified command structure is established (if required)
- (2) an organized “decision making team” with ICS is established
- (3) if incident is resolved – move to Termination Phase
- (4) if incident is not resolved – move to Executive Management Phase

3. Executive Management Phase

a) Duration

- (1) several hours to a week or more

b) Characteristics

- (1) size, scope, seriousness of incident is beyond ability of the field command post to manage

c) Goal

- (1) To establish a fully expanded Incident Command System to bring about the safe and successful resolution of the incident

d) Response strategy

- (1) establish Emergency Operations Center (EOC)
- (2) establish unified command
- (3) possibly appoint new IC
- (4) nature of incident
- (5) type of resources required
- (6) policy and / or legal authority
- (7) evaluate current Incident Action Plan and update as necessary
- (8) support field operations
- (9) review and evaluate evacuation plans

e) Outcomes

- (1) a fully expanded Incident Command System brings about an organized team approach for the safe and successful resolution of the incident
- (2) incident will be resolved in this phase
- (3) when resolved – move to Termination Phase

4. Termination Phase

a) Duration

- (1) accomplished over several days or weeks

b) Characteristics

- (1) incident is resolved
- (2) order is restored

c) Goal

- (1) to bring about a smooth transition from emergency operations to normal operations
- (2) to improve agency response to the next Critical Incident
- (3) to maintain emotional and physical well-being of the responders and agency

d) Response strategies

- (1) implement plan for returning to normal operations
- (2) account for all personnel
- (3) assess damage and injuries
- (4) reassign personnel
- (5) reassign equipment
- (6) re-establish evacuated areas ( if required )
- (7) conduct tactical review, stress debriefing, and provide counseling
- (8) prepare “after action” reports
- (9) assess policy and training needs
- (10) what happened
- (11) what was our response
- (12) what would we do different the next time

e) Outcomes

- (1) event activity and agency response is properly documented
- (2) provide information that will benefit the profession
- (3) provide opportunities for all personnel to receive assistance with any emotional and/or physical needs

## **XII. Summary**

- A. We discussed the definition of Critical Incident, categories of Critical Incidents, four “phases” of a Critical Incident, characteristics of a Critical Incident during the Crisis Phase and how command and control shift as the incident progresses, objectives of the first arriving officer/supervisor to an emergency scene, characteristics of an incident that

requires the transition to the Scene Management Phase, characteristics that will require the transition to the Executive Management Phase and the possibility of opening an Emergency Operations Center, elements of the Termination Phase of a Critical Incident, type of “management style” required during the Crisis Phase of a Critical Incident, 7 Critical Tasks to be accomplished during the Crisis Phase of a Critical Incident, components of the N.I.I.M.S. Incident Command System, the term Unified Command and understand its importance in managing a Critical Incident.



## ACCREDITATION AND APPROVAL TRACKING

**Course#/Title:** 5.12 Critical Incident Management

**Original Accreditation#:**

**New Accreditation#:**

**Prepared By:**

Printed Name

Title

Signature

Date

**DPS/TRD Subject Matter Expert Review:**

Printed Name

Title

Signature

Date

**Deputy Director Review:**

Printed Name

Title

Signature

Date

**Final Approval:**

Printed Name

Title

Signature

Date

